

With a B.S.M.E. from the Illinois Institute of Technology (6/45) and an M.S. in Industrial Management from Loyola University (6/67), and over 40 years in manufacturing supply in industrial/commercial sectors before joining the DLA [Defense Logistics Agency] in 1984, REAL observations may be of applicable value and/or can confirm “bottom line” BLIND SPOTS in REALLY answering former [sic] Secretary Cohen’s question, “Can we operate more efficiently?” Perhaps this may be of some helpful interest to Dan Czelusniak, Under Secretary of Defense for Acquisition and Technology’s Director [Acquisition Program Integration] also.

It is common knowledge in the DLAs that hands-on acquisition reform has not taken hold in ACTUAL OPERATION as heralded by Arlington, Va., and DoD Washington top-echelon introductory project successes! The old DLA guard is still organized and practicing to the traditional DCMC/DLA [Defense Contract Management Command/ Defense Logistics Agency] EXPENSIVE AND NON-VALUE ADDED, ingrained functional regimen of Administrative Contracting Officer/Quality Assurance Representative (ACO/QAR), etc. — costly oversight, obsolete operating controls, including heavy NON-VALUE ADDED staffing yet in-place. Another related BLIND SPOT is in getting clerically mired in the DLA preoccupation with staff-imposed, MEANINGLESS METRICS, while

still organized with non-value added, designed line and staff position grades that were formerly structured to operate via the old Military [Specifications and] Standards program-style acquisition procedures!

Current local DLA acquisition reform measures are of the “surface type,” concentrating on lip-service rote in line and supervisory training, single process, PROCAS [Process Oriented Contract Administration Services], etc. After completing any/all types of training class work and turn-down [stand-down] day Agency activities, it still remains to stay with the inefficient/expensive non-commercial-oriented daily old style of Agency operation in hopes that all will blow over or be compromised eventually.

On a “show-and-tell” basis, highly successful Roadshows by WINNER Companies and Agencies have effectively demonstrated the acquisition reform hands-on working details and actual OPERATION PLAN, ORGANIZATION, SCHEDULING, AND IMPLEMENTATION example, to facilitate reorganization for BOTTOM-LINE results. This can yet “hit the ground running” with the proper experienced know-how and authority.

**Frank E. Kimmel**

Retired General Engineer  
DCMDW-Chicago/DLA  
Naperville, Ill.